

## BULLETIN



February, 2002

### A Message from Tim Dirks, Director, Office of Human Resources Management...

This month, the focus of the Bulletin is the newly published Human Capital Management Flexibilities Guide. Although one of our most difficult challenges is recruiting and retaining high-quality employees, many government experts have indicated that over 80 percent of human capital management needs can be met using the flexibilities currently available to us. These flexibilities have now been compiled in a user-friendly reference booklet and are also available on our web site:

[www.hr.doe.gov/pol/hcsindex.htm](http://www.hr.doe.gov/pol/hcsindex.htm).

While we continue to explore new avenues for future recruitment and retention efforts, I encourage you to carefully review and utilize this guide, as it is one of our most valuable management tools in this area. Our HR professionals will be glad to assist in determining those flexibilities that will best fit your needs. I welcome your comments or suggestions regarding these flexibilities. Please feel free to contact me at 202-586-5610 or Bill Pearce in the Office of Human Resources Policy and Planning at 202-586-2167.

The guide can be easily downloaded and printed from the web site noted above. Questions and comments about the material in the guide and testimonials on how a flexibility has been effectively used are welcome and may be directed to Bill Pearce in the Office of Human Resources Policy and Planning at 202-586-2167 or [william.pearce@hq.doe.gov](mailto:william.pearce@hq.doe.gov).

Questions or comments regarding the Human Capital Management Bulletin may be directed to Dan Steckler at 202-586-3515 or Ann Farace at 202-586-3270.

### Featured Human Capital Management Initiative:

## Human Capital Management Flexibilities Guide

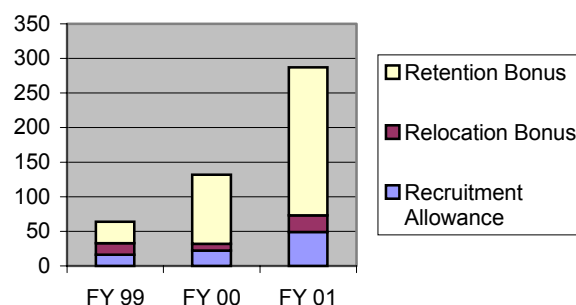
Bruce Carnes, Director of the Office of Management, Budget and Evaluation/Chief Financial Officer, recently announced the availability of a new Human Capital Management Flexibilities Guide to help managers better utilize flexibilities to attract and retain high-quality employees. This tool is one of the short-term initiatives resulting from the Human Capital Summit held last July.

The guide addresses two major areas: 1) general recruitment and retention, and 2) entry-level hiring flexibilities. Each section of the guide includes a basic description of a particular tool as well as Frequently Asked Questions (FAQ's) on how to best use these tools in a given set of circumstances or in combination with other flexibilities. Some examples of information detailed in the guide are recruitment, relocation, and retention bonuses, superior qualifications appointments, use of excepted service appointments, various intern programs, and student loan repayments. Additional web links are also provided that include more detailed information on these flexibilities and related topics. The guide and the HCM web site (<http://www.hr.doe.gov/pol/hcsindex.htm>) are intended to be "living documents," and information is being continually updated.

In using any of these flexibilities, managers should consult with their Human Resources (HR) office who can provide details and "hands-on" assistance on the use of these and other human resource programs and tools for improving workforce excellence, as well as advice on site-specific considerations that might affect managerial decisions in particular situations. Approval for use of various administrative flexibilities may involve local supervisors and managers, the servicing HR office, Department Headquarters, or the Office of Personnel Management (OPM). There are instances where more than one flexibility can and should be applied to enable DOE to recruit and retain the best and the brightest. Managers are encouraged to use these flexibilities as necessary to further the Department's goals in the area of Human Capital Management.

### WORKFORCE TRENDS

Use of Selected Incentives



## **Human Capital Management Initiatives Update:**

### **SES Candidate Development Program**

The Department has recently decided to undertake an SES Candidate Development Program. The goal of this program is to enable a group of 10-20 individuals with identified leadership potential to undertake a rigorous regimen of training, and “hands-on” developmental assignments over a period of 9-15 months that will prepare them for positions in the Senior Executive Service within the Department. The program is currently being fully developed with a business line focus and will be targeted at a wide variety of occupational groups. It will also link to succession planning, performance improvement, diversity needs, and mentoring activities, all of which are critical components of DOE’s Human Capital Management initiative. The goal is for selections into the program to be completed by July of this year. A future issue of the HCM Bulletin will feature an in-depth look at this initiative once it is publicized Departmentwide.

### **DOE-Wide Organizational Assessment Survey (OAS)**

On January 2, 2002, Deputy Secretary Blake announced that the Department would conduct an agency-wide Organizational Assessment Survey (OAS). The OAS is a workforce climate survey that has been administered at numerous Federal Agencies throughout the government and has been validated as a reliable instrument. Results of the survey will capture the perceptions of employees in a wide variety of areas as it asks employees to view workplace issues both from a personal as well as an organizational perspective. The survey focuses on important workplace issues such as job satisfaction, communications, training and development and supervisory-employee relations. This initial DOE-wide survey will establish a baseline and allow the Department and its organizations to better understand out strengths and weaknesses and compare our workforce climate with other Federal agencies and many large corporations. It is anticipated future surveys will be conducted to measure improvements and track progress. Employee participation in the survey is important to the future direction of the Department. The Office of Personnel Management (OPM) is assisting the Department with the OAS and will receive and tabulate the responses to ensure that an impartial and confidential survey is conducted. The survey will begin this month and be conducted over a three-week period. It is expected the initial data report will be provided to DOE by March 15, 2002 and that focus groups will be formed in April to follow-up on pertinent issues.

### **DOE Management Council/Workforce Restructuring Plan**

Deputy Secretary Blake recently established the DOE Management Council, which will meet monthly with the primary purpose of driving implementation of the President’s Management Agenda Initiatives, including Human Capital. The Council draws its membership from the leadership of DOE’s major programs and activities, and serves as an executive-level instrument for change. Human Capital initiatives involving workforce restructuring have been prominent agenda items at both the December and January meetings. At the Council’s first meeting in December, the Deputy Secretary tasked Council organizations to develop specific plans that included identification of current and projected skills mix problems, the organization’s plans to address these problems, and barriers that exist. In addition, the members were asked to identify opportunities for delayering. The importance of this planning has been stressed at Management Council meetings and reinforced as one of the major workforce restructuring goals by the Deputy Secretary. Plans were submitted in January and are currently under review to assure they meet the Deputy Secretary’s requirement that they reflect measurable and identifiable goals. Plans that do not meet that standard are being reworked.

Another of the workforce restructuring goals recently established by the Deputy Secretary is to clarify roles and responsibilities of Headquarters and field organizations and to eliminate redundancies. To assist with this goal, the Office of Personnel Management will be conducting a review of administrative, management and support functions within the Department, including NNSA, over the next several months.

*All Human Capital Management Bulletins as well as  
information relating to Human Capital Management  
can be viewed at the following website  
<http://www.ma.doe.gov/pol/hcsindex.htm>*